2020 Northwell Health
Team Member & Physician Engagement
Survey Results

Executive Overview

Made for this™

A Moment to *Celebrate*

Celebrating Top Decile Performance

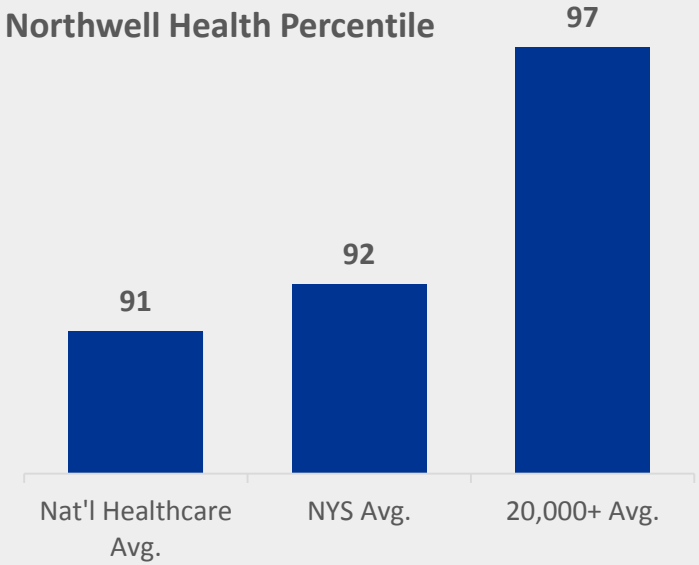
- Every item above national benchmark
- Largest health system (by responses) in the top decile
- Only NY state health system in top decile

91st

Sustaining Top Decile

- Focus on Key Drivers of engagement
- Understand and reflect characteristics of top decile performers
- Act on intersections of engagement, quality, safety

Northwell Health Percentile *Ranking & Benchmarking*



Item	Northwell Score	National %ile Rank	vs. Nat'l Avg	NYS Rank	20,000+ Rank
I am satisfied with my benefits.	4.04	89th	**+.34**	81st	N/A
My work unit is adequately staffed.	3.61	89th	**+.34**	**84th**	**99th**
Northwell Health treats employees with respect. (Promote Item)	4.26	**93rd**	+.31	90th	94th
In my work unit, we discuss ways to prevent errors from happening again.	4.31	74th	+.04	67th	N/A
I can report patient safety mistakes without fear of punishment.	4.27	74th	+.05	72nd	63rd

- Northwell Health is among the highest performing compared to peers across the country. Northwell outperforms peers most significantly around **benefits**, **staffing**, and **respect**.
- While performing at or above peers, area for greatest improvement compared to peers is around **perceptions of safety culture**.

Report Contents

Where are we today?

- Year over year engagement
- Northwell landscape
- Benchmarking
- Team Index distribution trends
- Leader perceptions
- Demographic deep dive

Sustaining engagement

- What does the 90th percentile look like?
- Our key drivers of engagement

Next steps

- Maximizing our impact
- Themes & recommendations

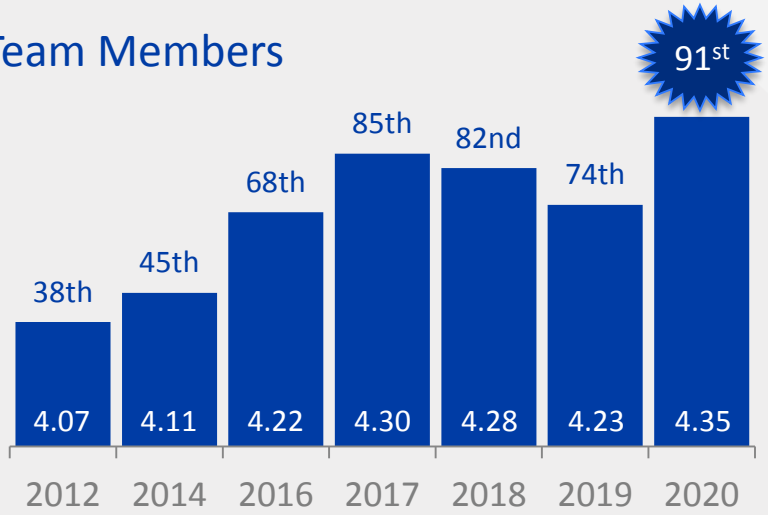
Where are we today?

Survey Results

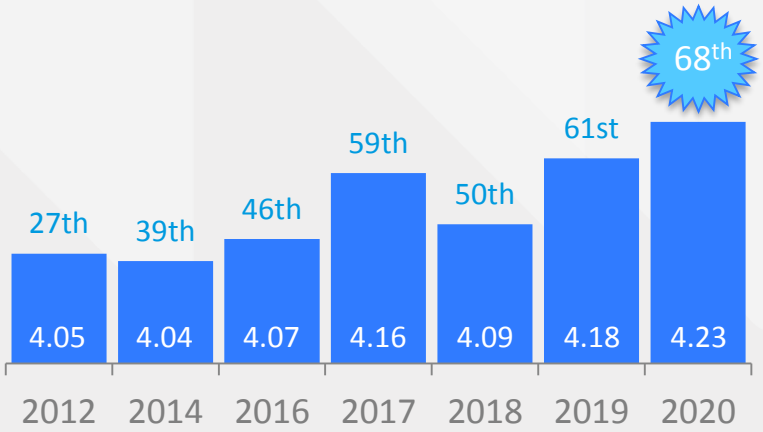
2020 Engagement Survey *Results*

2 weeks 11/9-11/23	51,748, 86% Team Members	2,801, 70% Employed Physicians	52 questions *including* Culture of Safety	1-5 Point Agreement Scale

Team Members



Employed Physicians



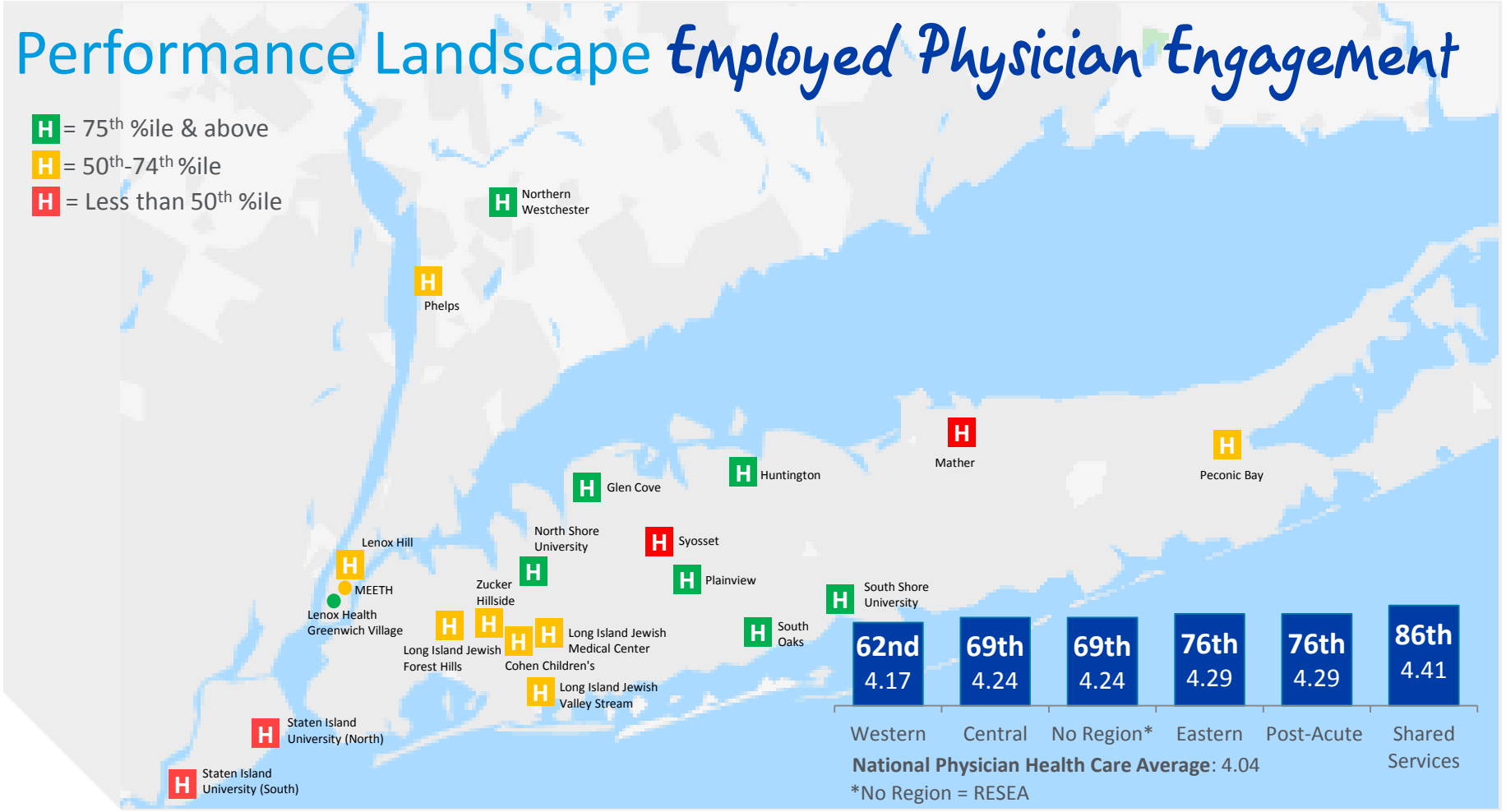
Performance Landscape *Team Member Engagement*

H = 75th %ile & above
H = 50th-74th %ile
H = Less than 50th %ile

*National Health Care Average: 4.10

Performance Landscape *Employed Physician Engagement*

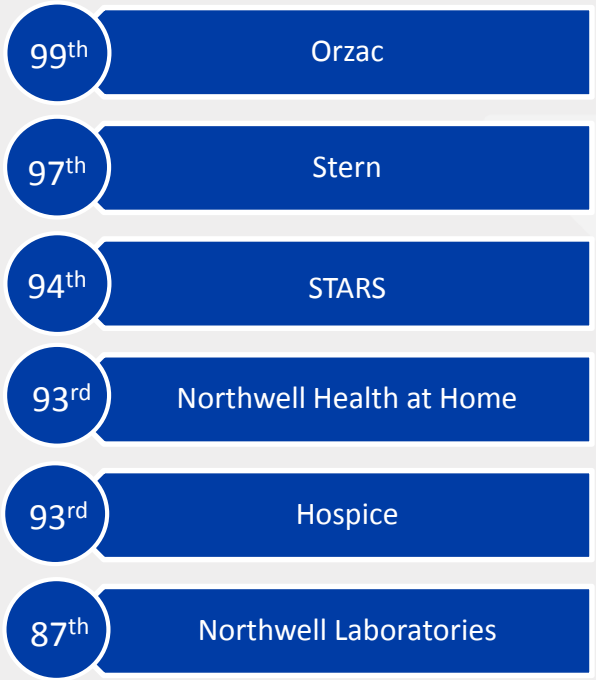
H = 75th %ile & above
H = 50th-74th %ile
H = Less than 50th %ile



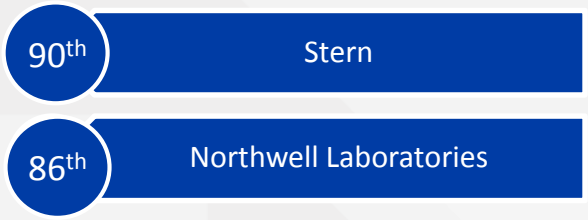
Engagement Landscape *Post Acute*

= 75th %ile & above
= 50th-74th %ile
= Less than 50th %ile

Team Members

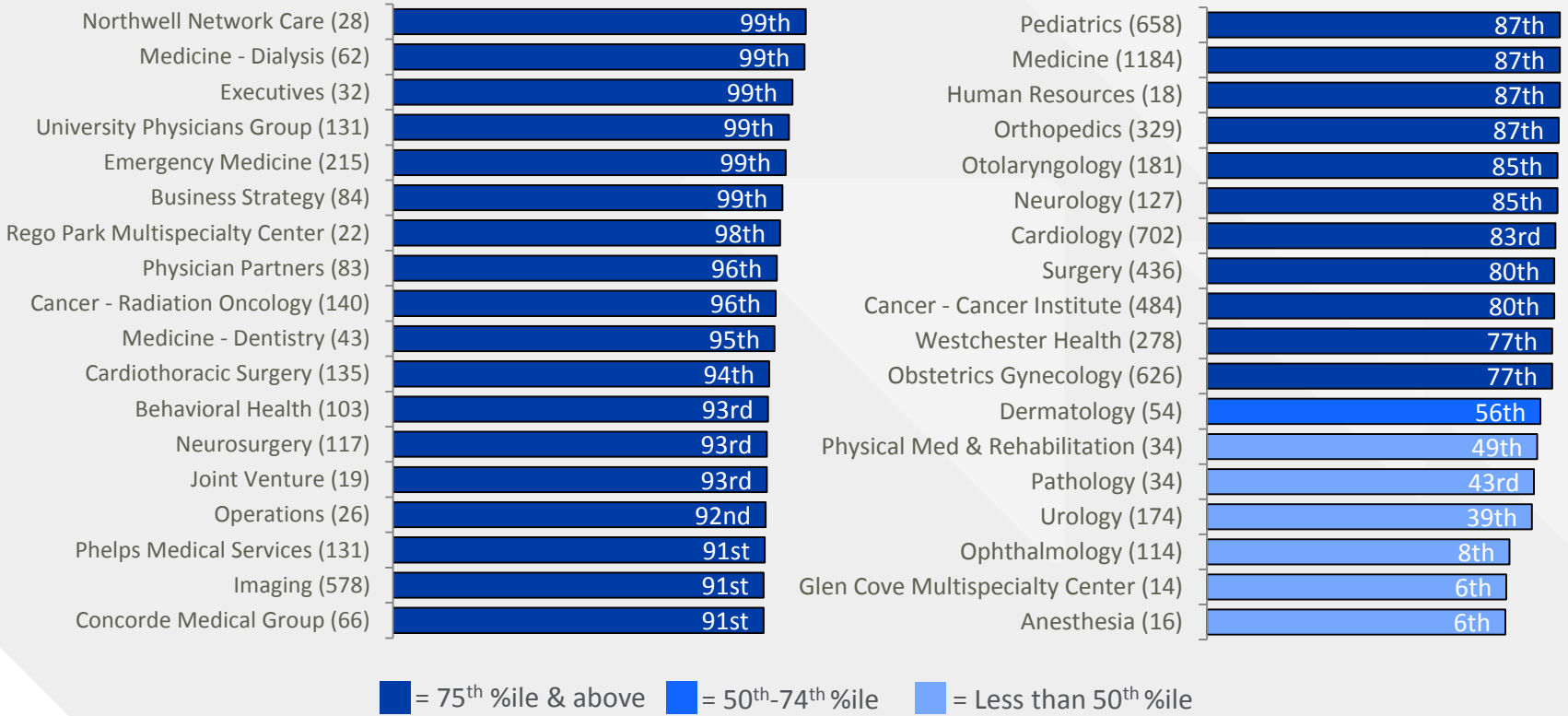


Employed Physicians



*There are not enough physician responses for Northwell Health at Home, Hospice, Orzac, and STARS

Engagement Landscape Ambulatory Service Lines - Team Members

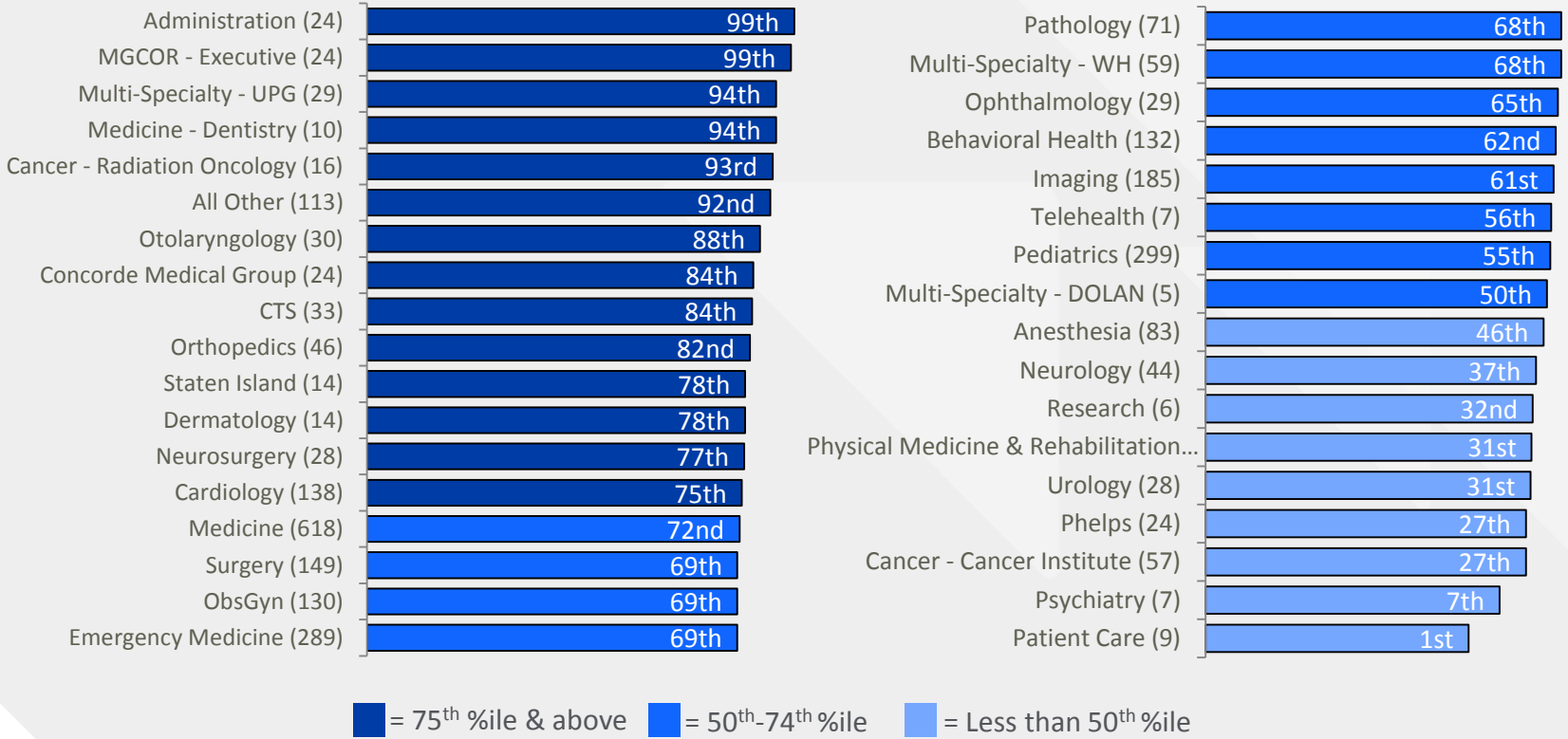


Engagement Landscape *Regionalized Service Lines - Team Members*

Service Line	West	Central	East
Cardiology	39	87	91
Cardiothoracic Surgery	93	91	98
Emergency Medicine	95	99	99
Medicine	62	90	89
Neurosurgery	61	96	91
Obstetrics Gynecology	77	73	80
Ophthalmology	1	62	61
Orthopedics	84	77	93
Otolaryngology	67	88	99
Physical Med & Rehabilitation	1	24	99
Surgery	80	80	84

= 75th %ile & above = 50th-74th %ile = Less than 50th %ile

Engagement Landscape Ambulatory Service Lines – Employed Physicians

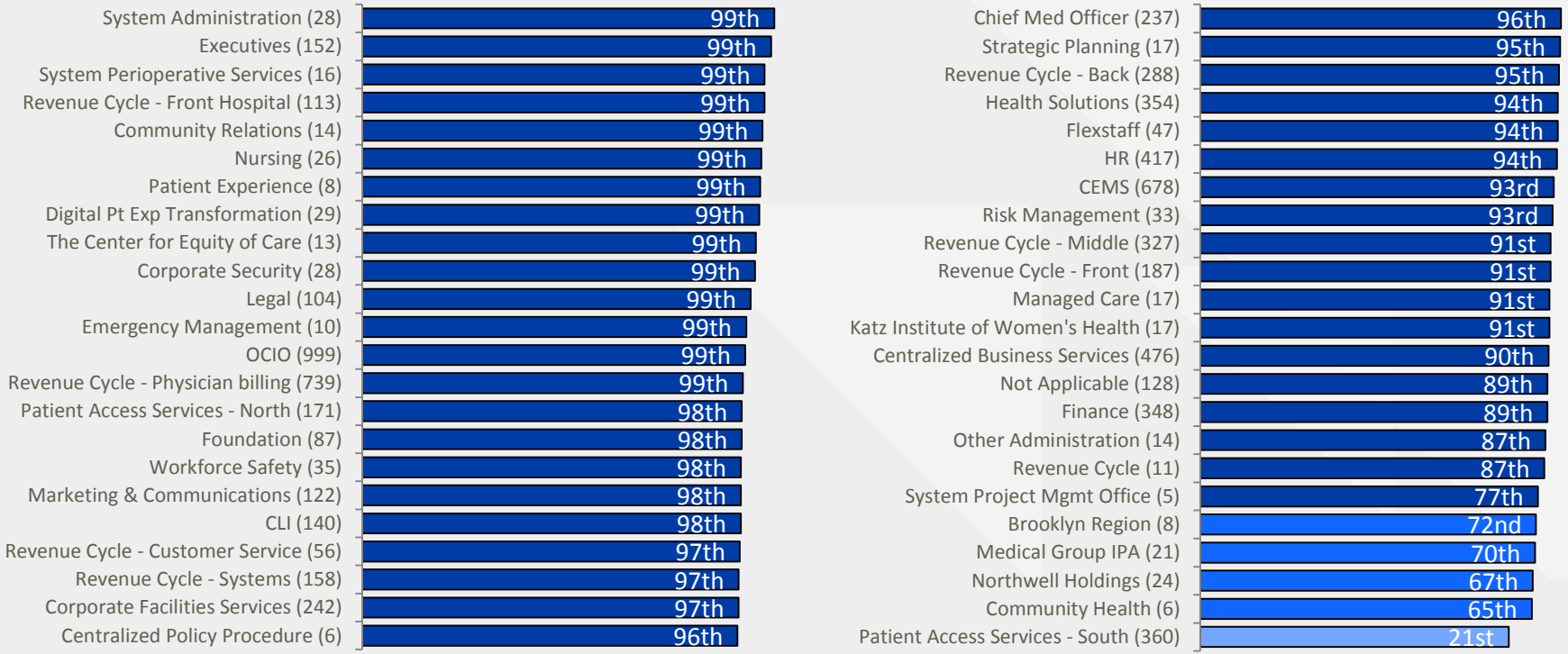


Engagement Landscape *Regionalized Service Lines – Employed Physicians*

Service Line	West	Central	East
Behavioral Health	62	56	89
Cardiology	52	67	91
Emergency Medicine	84	67	54
Imaging	32	68	62
Medicine	62	70	78
Neurosurgery	39	92	84
ObsGyn	62	65	80
Orthopedics	67	94	72
Pathology	55	80	84
Pediatrics	55	56	52
Surgery	54	84	78

= 75th %ile & above = 50th-74th %ile = Less than 50th %ile

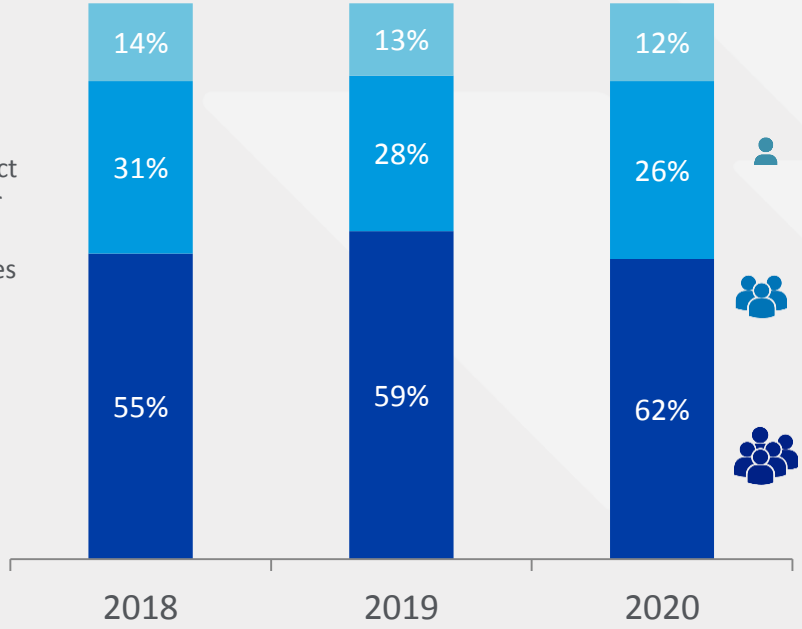
Engagement Landscape *Shared Services – Team Members*



Team Index Distribution *Trends*

What is a Team Index?
Reflects a team's feelings toward basic aspects of a good work environment, including perceptions of their leader, organization, team, and day-to-day work. For example:

- This organization treats employees with respect
- The person I report to is a good communicator
- My work unit works well together
- My job makes good use of my skills and abilities



399 TI 3 Units
(n = 5,225)

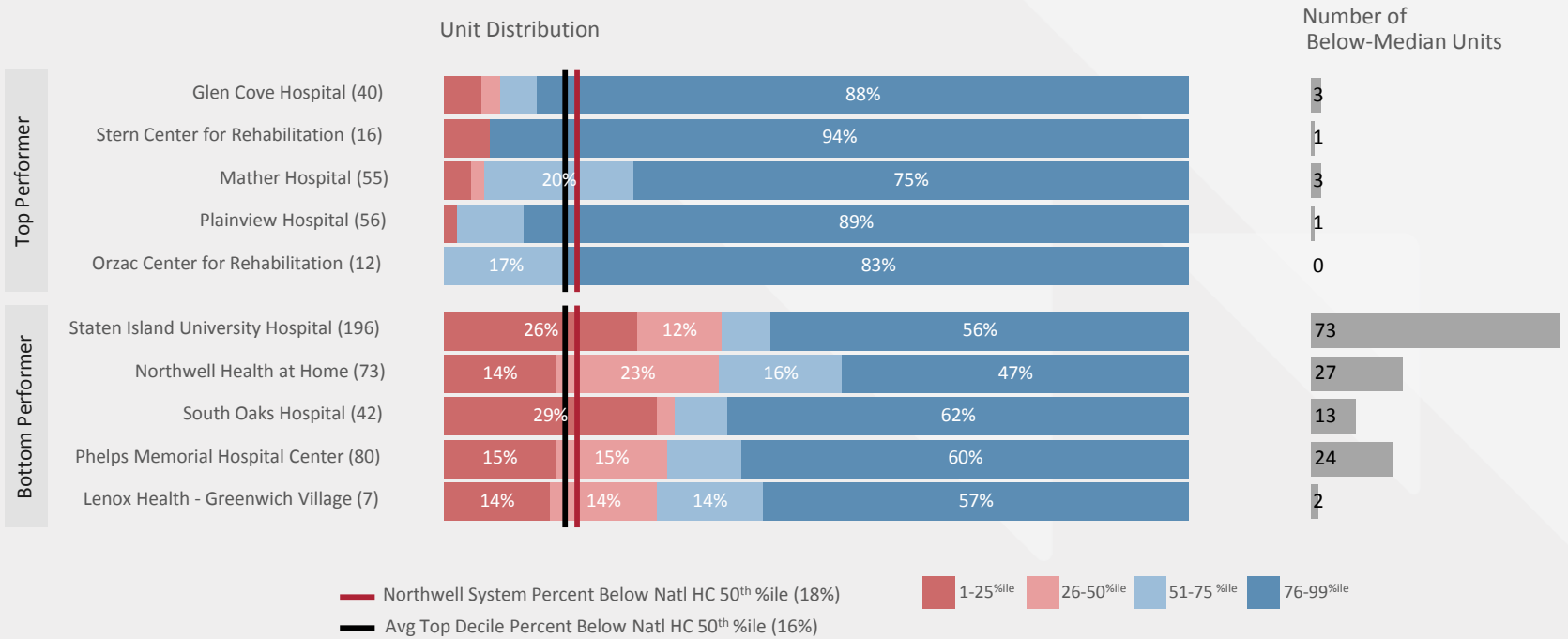
820 TI 2 Units
(n = 12,772)

1,986 TI 1 Units
(n = 28,453)

90th Percentile
2020 National Team Index Distribution

Entity Unit Engagement Performance Distribution

Staten Island University Hospital and South Oaks Hospital have greater than 30% of units in bottom 2 quartiles.

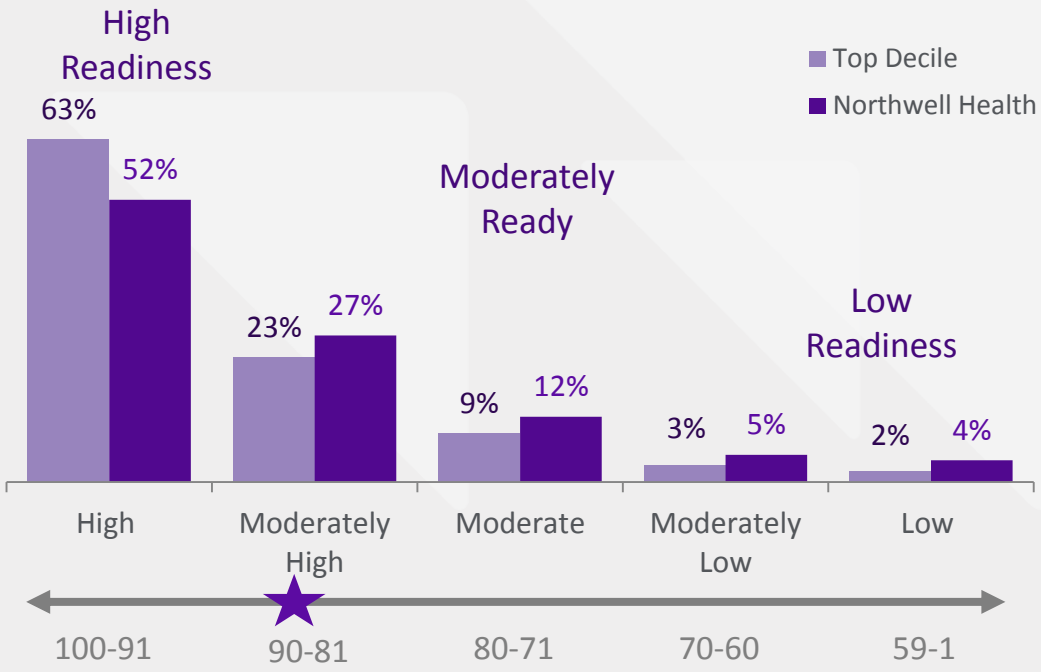


Total number of units given in parentheses. Unlabeled segments represent less than 10% of the available units.

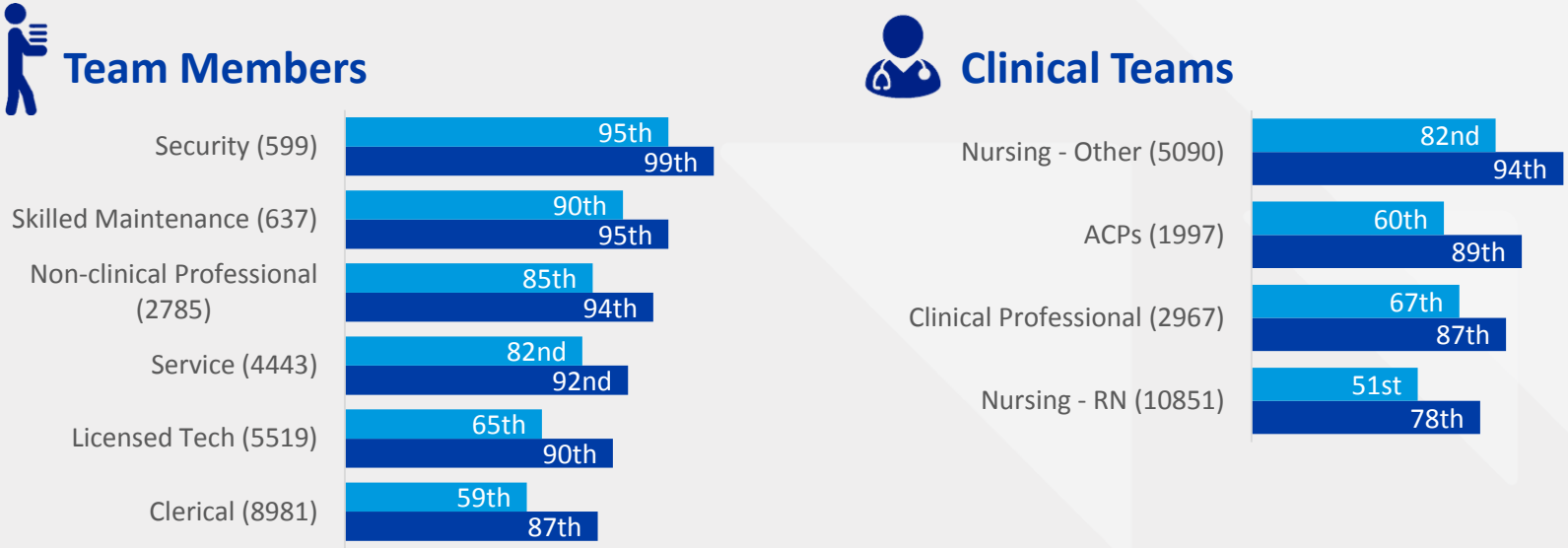
Leader Index 87

What is a Leader Index?
Provides insight into the leader-team member relationship and represents how willing and ready the team is to work with their leader to partner on activities that support positive outcomes (e.g., improvement plans)

- Leader Abilities
- Involved in Decisions
- Leader Communication
- Feel Respected



Engagement by Position

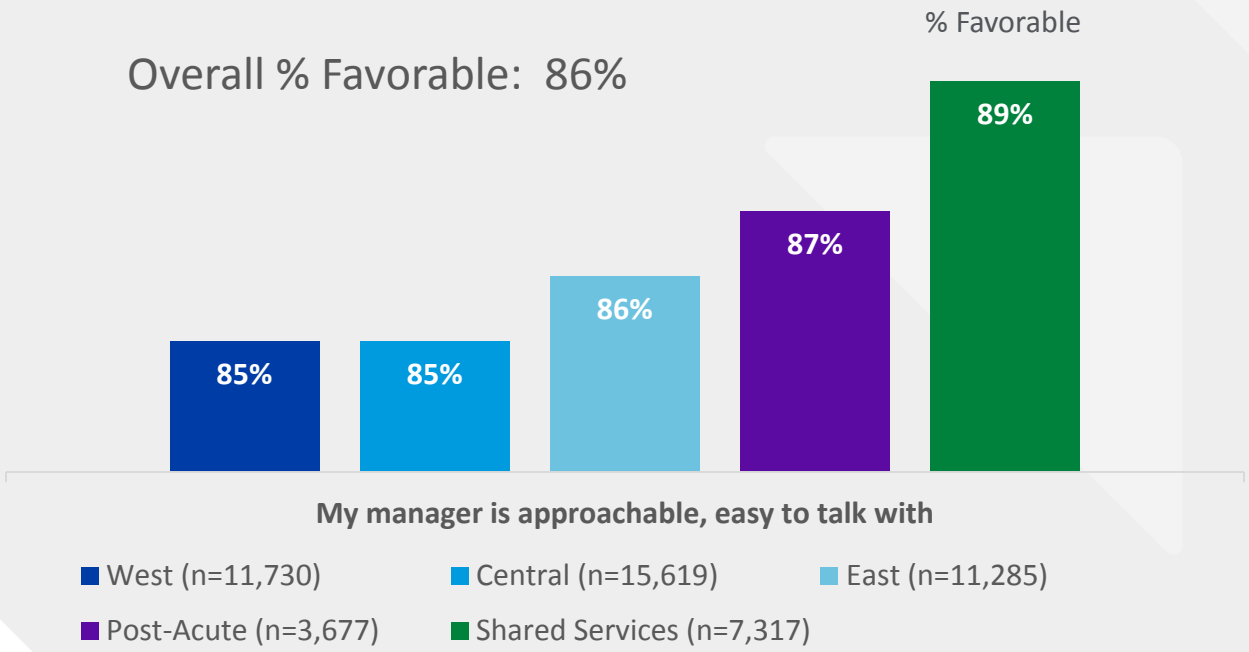


Leadership: Senior Management, Management, and Nurse Managers remain at the 99th %ile

Where are we today?

Data Deep Dive

Perceptions of *Leadership Approachability*



Highest Scoring Entities

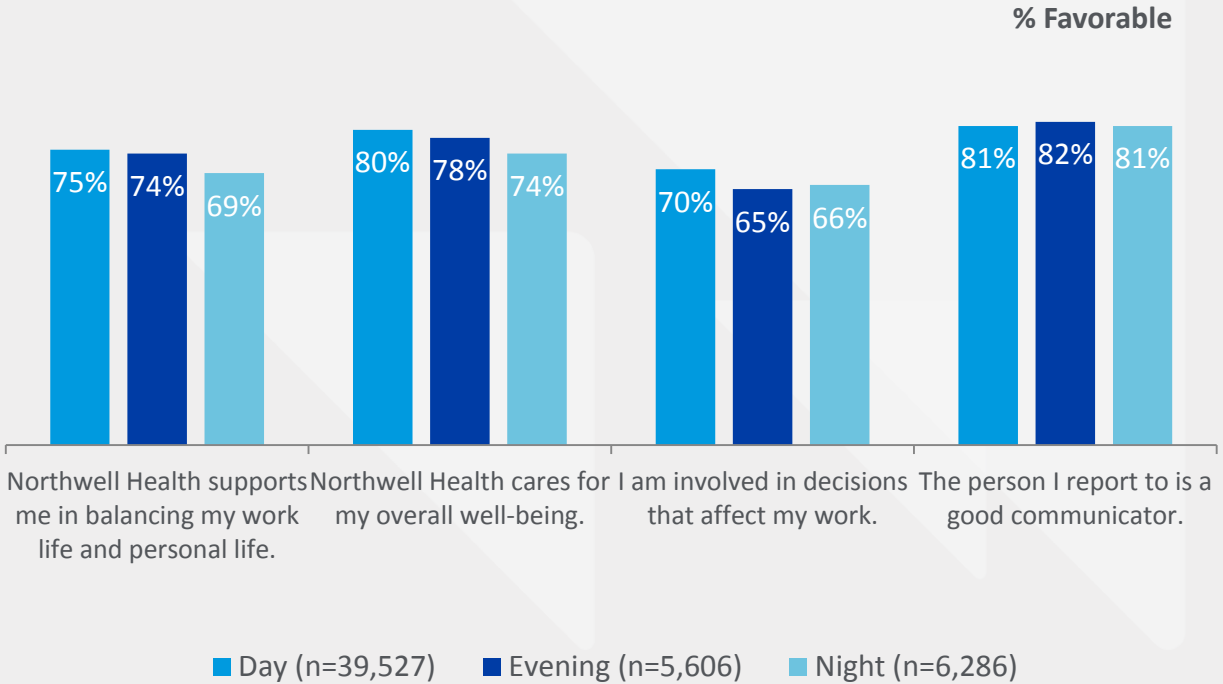
Plainview Hospital	92%
Lenox Health - Greenwich Village	90%
Huntington Hospital	89%
Northwell Health Shared Services	89%
Orzac Center for Rehabilitation	89%
Sports Therapy and Rehabilitation Services (STARS)	89%
Stern Center for Rehabilitation	89%

Lowest Scoring Entities

Northern Westchester Hospital	80%
Peconic Bay Medical Center	81%
Peconic Bay Primary Medical Group	82%
Phelps Memorial Hospital Center	82%

Engagement by Shift

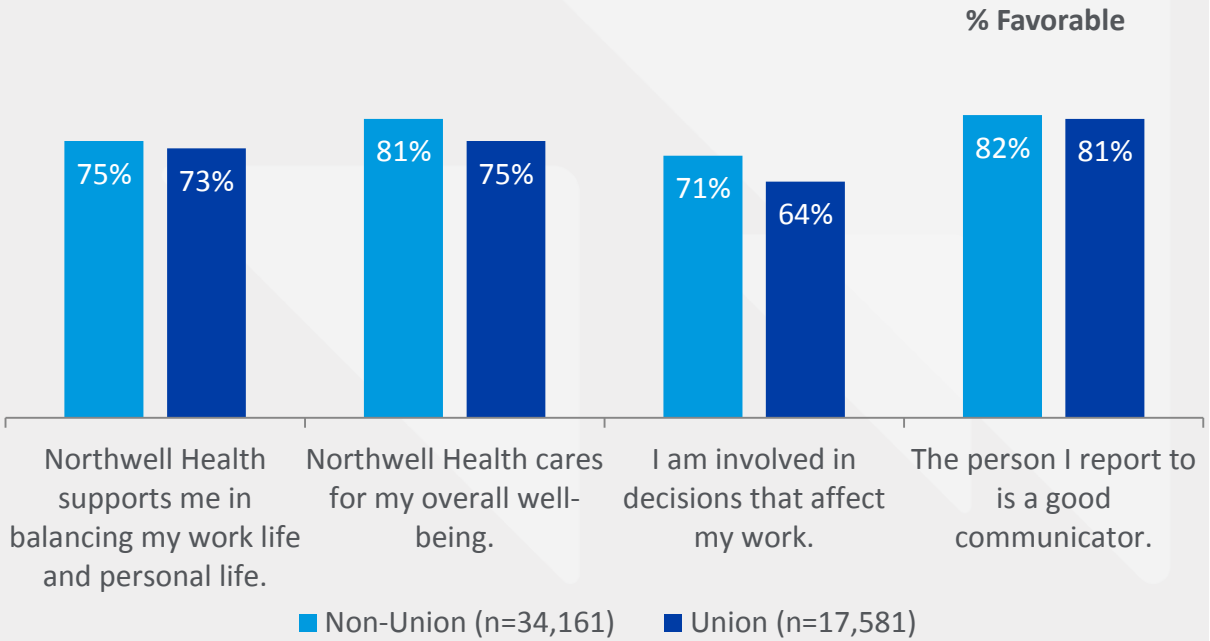
Shift	Engagement Score	%ile	vs. 2019
Day (n=39,527)	4.36	92nd	+.12*
Evening (n=5,606)	4.36	92nd	+.13*
Night (n=6,286)	4.29	87th	+.14*



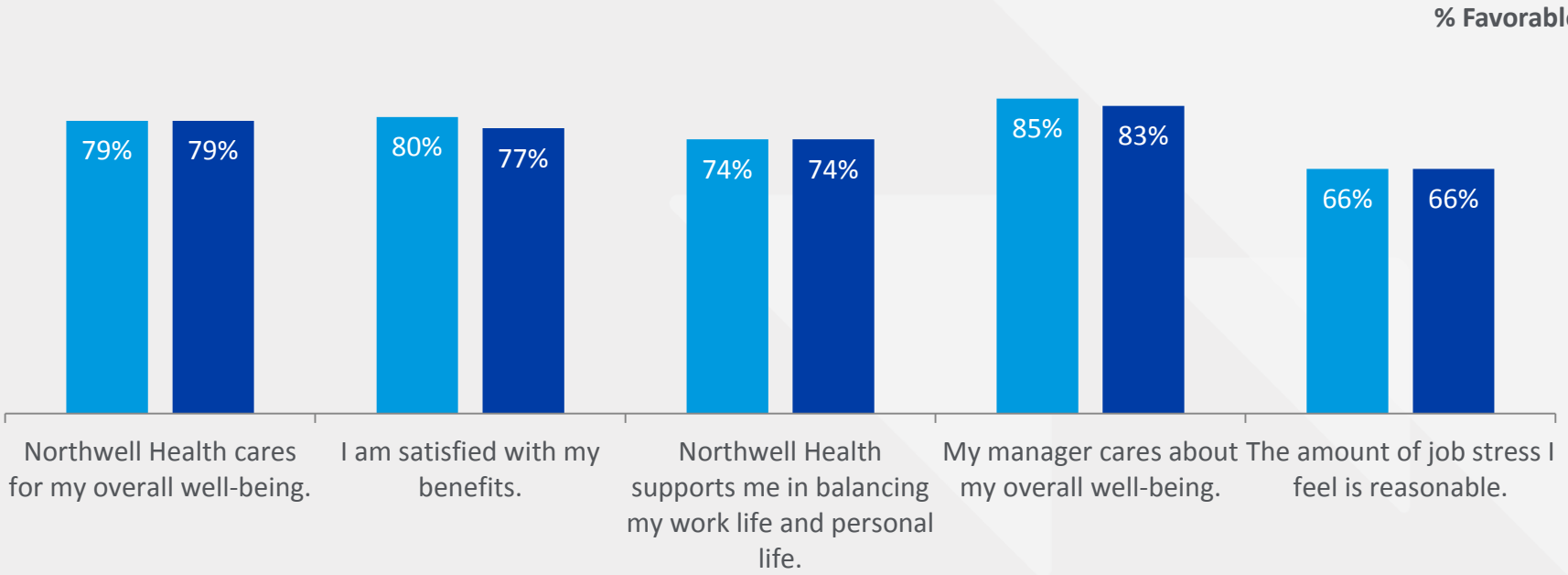
*Denotes statistical significance vs. 2019
Note: Data includes team members in shift positions only

Engagement & Union/Non-Union Represented Team Members

Population	Engagement Score	%ile	vs. 2019
All Union	4.29	87th	+.12*
1199	4.33	90th	+.13*
NYSNA	4.07	45th	+.06
Non-Union	4.38	93rd	+.11*

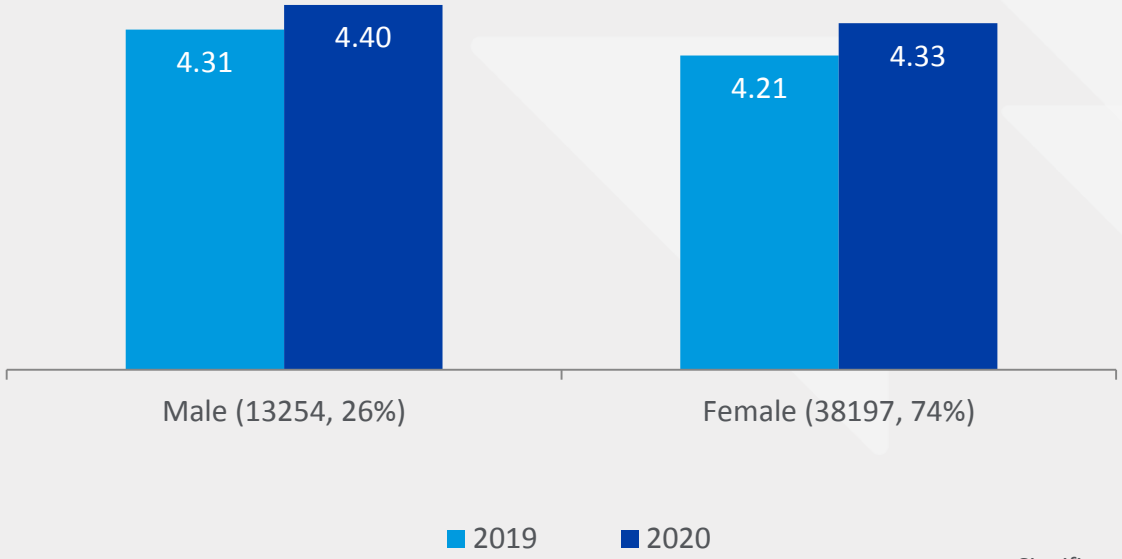


Engagement and *Caregiving Responsibilities*



* Team members who indicated having caregiving and/or financial responsibilities for minors and/or adults, including spouse, parents or adult children

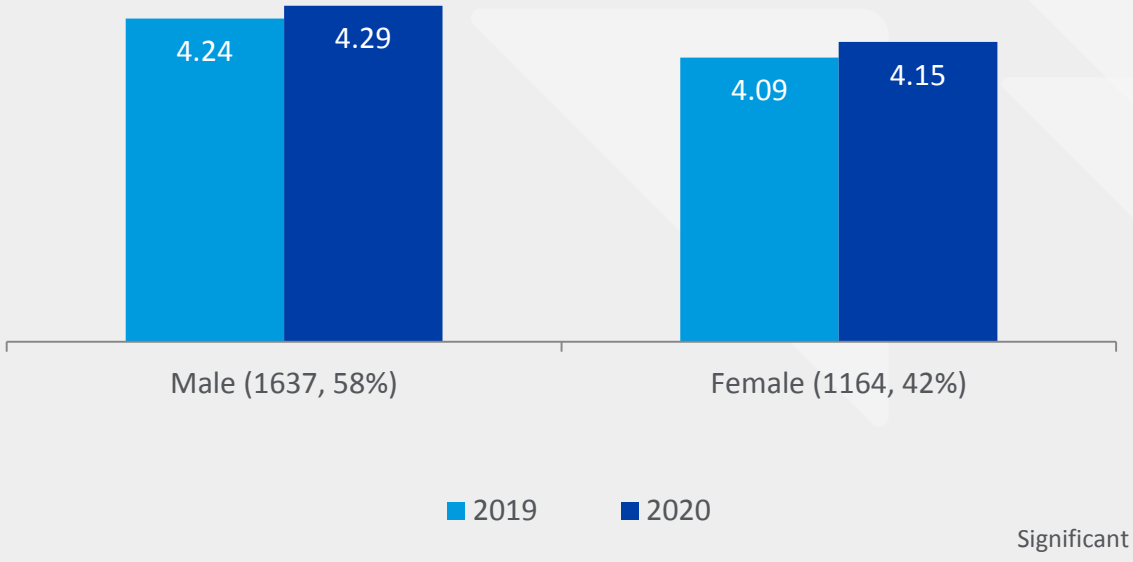
Engagement by Gender – Team Members



Significant difference at +/- .03

Note: % indicates percentage of team member respondents

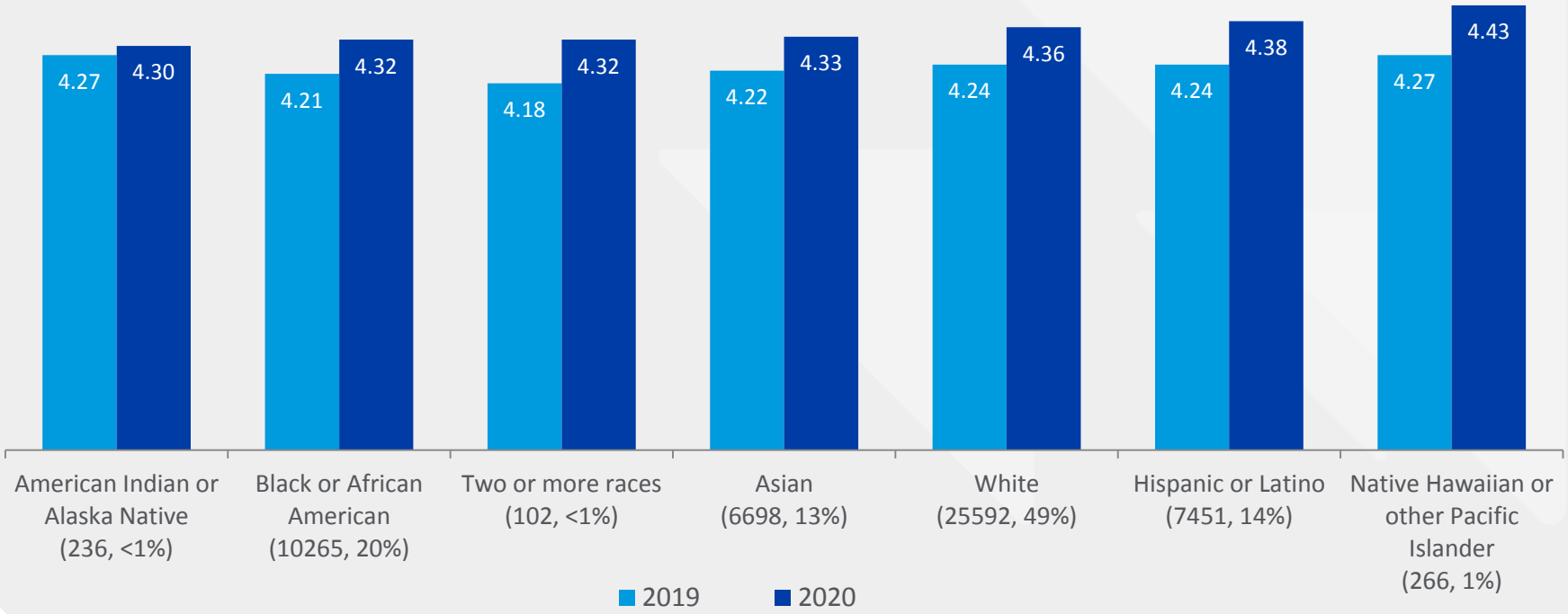
Engagement by Gender – Employed Physicians



Significant difference at +/- .08

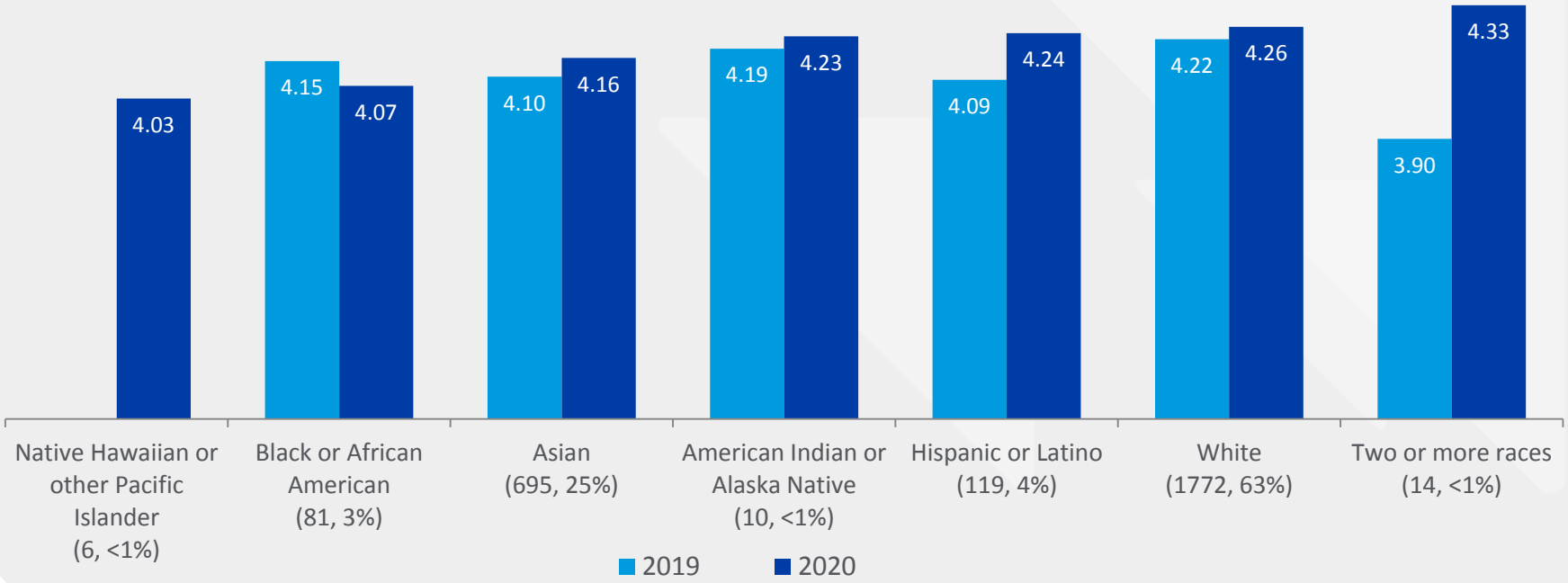
Note: % indicates percentage of employed physician respondents

Engagement by Race – Team Members



Note: % indicates percentage of team member respondents

Engagement by Race – Employed Physicians



Note: % indicates percentage of employed physician respondents

Sustaining Engagement

Focus on what matters most

What does the 90th Percentile look like?

- **What differentiates the Top Decile from the rest for Team Members?**
  - Excellent communication between different levels of the organization
  - Senior Leadership communication, winning confidence of team members, visibly prioritizing safety
  - Teams feel well equipped to do their work—necessary tools/resources and time to provide care

- **Areas where Top Decile Performers have improved the most since 2019**
  - Communication between different levels of the organization
  - Safety: error prevention and reporting

- **Relative patterns of engagement by position are similar to the national average**
  - Engagement tends to be lower as you get closer to the bedside
  - RNs at Top Decile organizations tend to be significantly more engaged (93rd %tile)

Identify *key drivers* to set priorities

Key Drivers are items that had the greatest impact on and are the best predictors of engagement.

Keep Doing

Let's play to our strengths and keep focusing on the

high impact things we do well

Focus Area

Let's also focus on what matters most to our team members, particularly

high impact, low scoring items

Sustaining Engagement

Team Members

Setting our priorities for *team members*

Keep Doing

Let's play to our strengths and keep focusing on the *high impact things we do well*

1. Northwell Health treats employees with respect.
2. Northwell Health cares for my overall well-being.
3. Northwell Health has demonstrated its commitment to a diverse and inclusive environment.

Focus Area

Let's also focus on what matters most to our team members, particularly *high impact, low scoring items*

1. Northwell Health makes every effort to deliver safe, error-free care.
2. My work location provides high-quality care and service.
3. Senior management provides a work climate that promotes patient safety.

What will we *continue to do?*

Keep Doing

Let's play to our strengths and keep focusing on the *high impact things we do well*

1. Northwell Health treats employees with respect.
2. Northwell Health cares for my overall well-being.
3. Northwell Health has demonstrated its commitment to a diverse and inclusive environment.

What we heard:

- "Northwell **respects** and appreciates employees and cares about their **well-being**."
- "We are a **family** at Northwell Health. We treat each other with **respect** regardless of race and ethnicity."
- "Northwell Health strives to **care** for its employees, patients and customers. I firmly believe that Northwell Health cares for my overall **well being** and that of others."

Tactics to continue work in this area:

- Communicate, communicate, communicate. Provide team members as much information as you can about current state, strategic plans and possible barriers.
- Managers conduct 1:1 meetings with team members to privately discuss any issues.
- Value diversity, equity, and inclusion as a strength, not a problem or issue to resolve. Examine perceptions of the team member experience by key demographics and continue to advance equity, diversity, and inclusion principles in local and organizational initiatives.

Where will we *focus?*

Focus Area #1

Northwell Health makes every effort to deliver safe, error-free care.

.01 vs. 2019

74th percentile
vs National Avg

What we heard:

- "Frontline staff need more **training** and support to improve **patient safety** and treatment."
- "If you improve employee satisfaction/workload/education, you would improve patient satisfaction and **safety**..."
- "Continually replace manual processes with technology advancements to **reduce errors** and support overall **consistency** of the care delivered to patients."

Tactics to address the needs:

- Ensure that quality, safety, engagement and PX results are communicated widely and regularly. Communicate this information through stories, not just statistics.
- Use standard processes (ex. SBAR) to relay safety issues and to facilitate patient handoff/shift change
- Develop a "just culture" based on problem resolution, not discipline.
- Empower team members to speak up and feel comfortable raising safety concerns. Leaders should role model this behavior.
- Recognize and reward team members who exhibit expected safety behaviors.
- Create a safety council to spearhead efforts, report into senior leaders and bridge safety strategy with actionable tactics.

Where will we *focus?*

Focus Area #2

My work location provides high-quality care and service.

.04 vs. 2019

79th percentile
vs National Avg

What we heard:

- "I believe we **serve** our patients with **high quality** health care. Keeping the goals **patient-focused** always"
- "Focus on more patient centric activities centered around **quality improvement**, access and a **kind**, **caring**, **compassionate** work force."
- "Better communication amongst departments to provide high efficiency, **high quality** care to our patients."

Tactics to address the needs:

- Collaborate with team members to define what high-quality care and service looks like. Point out examples, not only from your department but across the organization as well.
- Invite team members to share details about the things they love about your organization.
- Together, create an action plan outlining how your department is going to achieve specific quality goals.
- Share stories of operational excellence. Recognize those who provide high quality care or service.
- Make sure that non-clinical team members understand their role and contribution to mission.

Where will we *focus?*

Focus Area #3

Senior management provides a work climate that promotes patient safety.

.02 vs. 2019

82nd percentile
vs National Avg

What we heard:

- "have our voices heard by **upper management** when we report concerns about **patient safety**."
- "…everyday I see the teams and **management working together** to create a **safe** and **innovative** place for all patients."
- "Keep encouraging culture of care model, keep the lines of **communication** open, access to **senior leadership/visibility**"

Tactics to address the needs:

- Continue conducting and prioritizing patient safety rounds.
- Consider designating patient safety coaches on each unit who report directly to senior leaders.
- Discuss patient safety at all department meetings, town halls and during rounding.
- Senior leaders must model "just culture" behaviors and address any punitive approaches to safety.

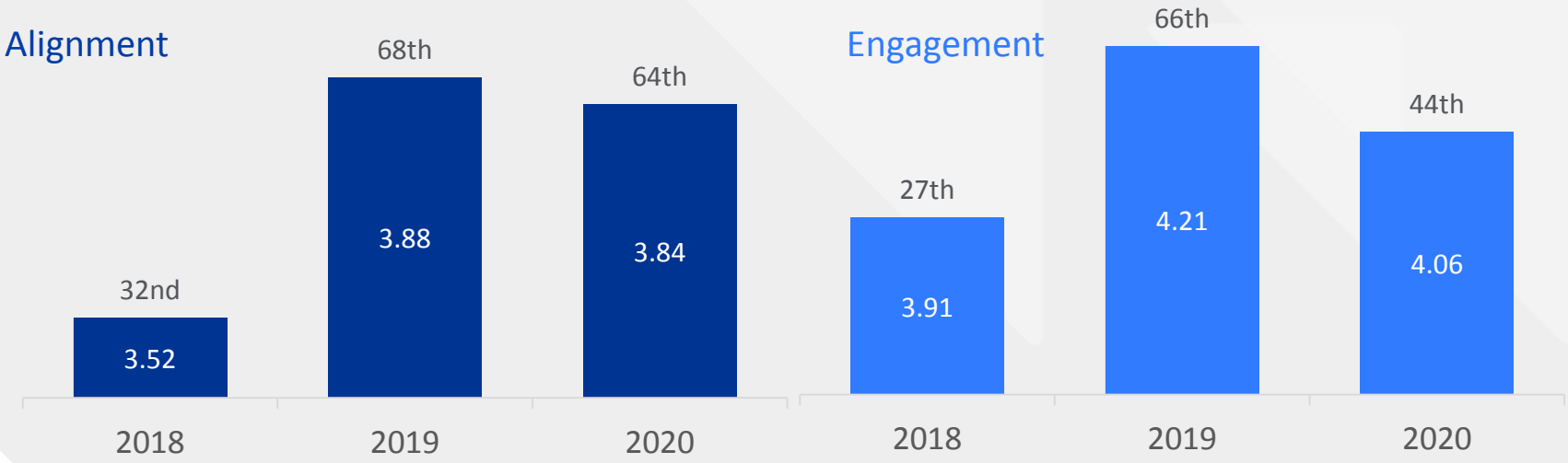
Physician Results

(Employed and Voluntary Physicians)

Voluntary Physician *Alignment & Engagement*

685 Voluntary Physicians

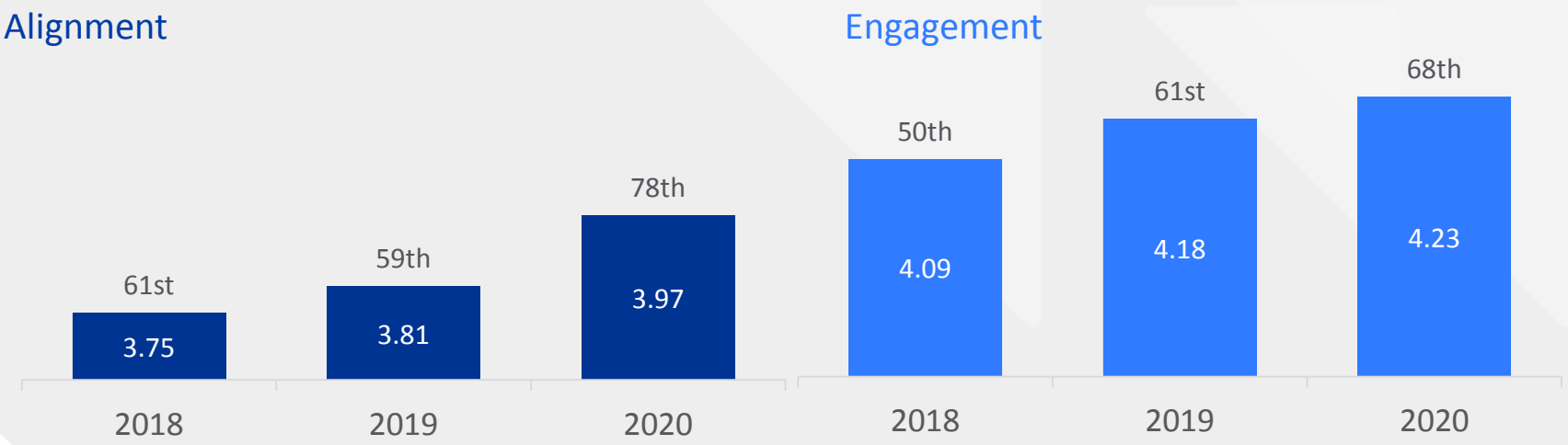
What is Physician Alignment?
The extent to which physicians feel a strong partnership with leadership and is arguably the most important metric on the physician survey



Employed Physician *Alignment & Engagement*

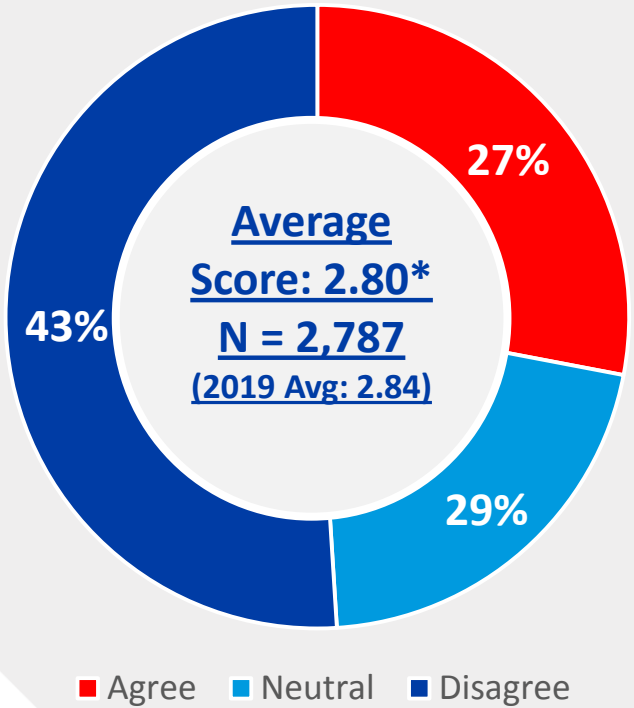
2,801 Employed Physicians

What is Physician Alignment?
The extent to which physicians feel a strong partnership with leadership and is arguably the most important metric on the physician survey

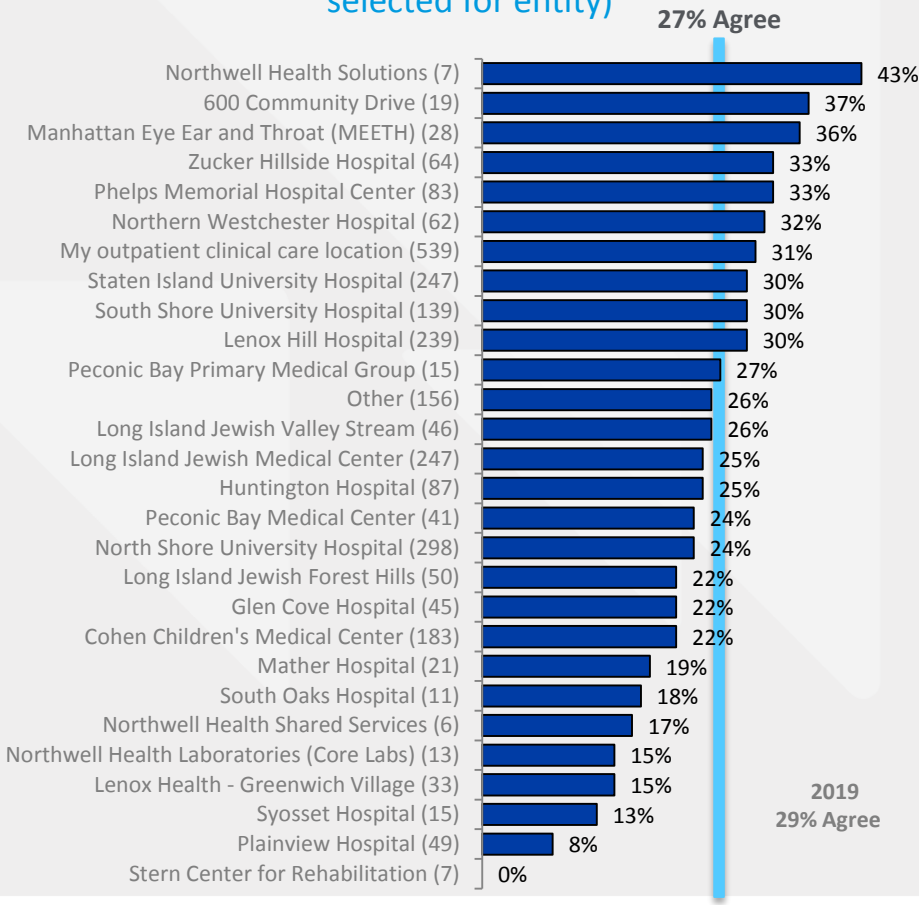


Employed Physician *Burnout*

I feel burned out from my work.



I feel burned out from my work (self selected for entity)*



*Note: Higher scores represent higher levels of burnout

Where are we going?

The 90th percentile

What does the 90th Percentile look like?

- **What differentiates the Top Decile from the rest for Physicians?**
  - Feeling equipped to provide high-quality care: staffing, time to provide care
  - Strong alignment with Administration: effective communication, two-way feedback channels, and confidence in administration

- **Areas where Top Decile Physician performers have improved the most since 2019**
  - Job stress and decompression
  - Alignment with Administration: effective communication and two-way feedback channels
  - Communication from leadership

Moving toward the 90th... What would it take?

Identify our **key drivers** of engagement

- Northwell Health makes every effort to deliver safe, error-free care.
- Northwell Health treats physicians with respect.

Improve our **key drivers**

Move **10%** of respondents who do not strongly agree to strongly agree on those **key drivers**

4.34 80th

If **256 more physicians** rated these as strongly agree, we could be at the 80th percentile in engagement.

68th **4.23**

Right now, **714 physicians** selected strongly agree on these three key drivers.

Physician Priorities

(Employed Physicians)

Setting our priorities for *physicians*

Keep Doing

Let's play to our strengths and keep focusing on the

high impact things we do well

1. Overall, I am satisfied with the performance of Northwell Health's leadership.
2. I have confidence in Northwell Health leadership.

Focus Area

Let's also focus on what matters most to our team members, particularly

high impact, low scoring items

1. Northwell Health makes every effort to deliver safe, error-free care.
2. Northwell Health treats physicians with respect.

What will we *continue to do?*

Keep Doing

Let's play to our strengths and keep focusing on the *high impact things we do well*

1. Overall, I am satisfied with the performance of Northwell Health's leadership.
2. I have confidence in Northwell Health leadership.

What we heard:

- "Great **leadership** and teamwork. **Active** and **responsive** leadership. "
- "I feel **supported** by my leadership at most times ...they are **responsive** to my concerns"
- "**The leadership** from Michael Dowling. **Proud** of what they have accomplished."

Tactics to continue work in this area:

- Round regularly with all physicians. Ensure your rounding program is structured and purposeful.
- Remove barriers, stressors and challenges that interfere with physicians' practices. If you're unclear on what these barriers are, ask your physicians.
- Meet the physician where he or she is. Some physicians will want to be highly engaged while others may be focused solely on patient care. Meet the individual needs of physicians but always provide opportunity for communication and collaboration.

Where will we *focus?*

Focus Area #1

Northwell Health makes every effort to deliver safe, error-free care.

.05 vs. 2019

75th percentile
vs National Avg

What we heard:

- "Supporting a **culture of safety** amongst all staff and providers toward building a better and safer system"
- "…Constant inventory and upkeep of equipment is crucial for the **safety** and **health** of our patients"
- "**Listen** to the recommendations about patient **care and safety** from **physicians** who are actually doing the work"

Tactics to address the needs:

- Ensure that quality, safety, engagement and PX results are communicated widely and regularly. Communicate this information through stories, not just statistics.
- Use standard processes (ex. SBAR) to relay safety issues and to facilitate patient handoff/shift change
- Develop a "just culture" based on problem resolution, not discipline.
- Empower physicians to speak up and feel comfortable raising safety concerns. Leaders should role model this behavior.
- Recognize and reward physicians who exhibit expected safety behaviors.
- Create a safety council to spearhead efforts, report into senior leaders and bridge safety strategy with actionable tactics.

Where will we *focus?*

Focus Area #2

Northwell Health treats physicians with respect.

.16 vs. 2019

69th percentile
vs National Avg

What we heard:

- "Treat doctors with more **respect**. Allow them to have **input** into their day to day practice."
- "Treat physicians with **dignity and respect**. Train leadership to demonstrate an actual commitment to **physician burnout** with actions; not give the impression that Northwell prioritizes profits over providers' **well being**."
- "More direct **communication** with **administration** as to **complaints and solutions** with day-to-day issues"

Tactics to address the needs:

- Create opportunity and expectations around physicians contributing ideas and strategic direction.
- Maintain a "constant listening" posture with physicians. Have regular outreach sessions (i.e., rounding) but also have mechanisms for physicians to bring ideas to leadership (ex. Bright Ideas box in the physician's lounge)
- Proactively inform physicians of upcoming changes that effect their practice or relationship with the organization. Communicate and listen before making changes that impact physicians.
- Recognize physicians for their work. Publicly communicate this through emails, newsletters, physician spotlights and during senior leaders rounding meetings.

Reflecting on our journey and *moving forward together*

Made for this™

Next steps and *improvement efforts*

Build Awareness

- Cascade results to Executives
- HRBP results release mid-Dec
- All leader results release early Jan 2021

Gain Understanding

- HRBP on-demand training available mid-Dec
- Strategic deep dives connecting engagement and operational data (e.g., patient experience and quality)
- Strategic entity presentations

Empower Leaders

- Leader on-demand training available mid-Dec
- Leaders review results with their teams Jan 2021
- Operational leaders partner cross-functionally and review results Jan 2021
- Equip leaders with Career Experience tools and resources (e.g., GROW, internal careers portal, etc.)

Activate Teams

- Local improvement planning and solution sessions
- Talent Review sessions include discussion of individual and team effectiveness assessments

**Note:* In the event of COVID resurgence, all COVID-related activities take precedence over formal engagement activities.

Appendix/Data Reference Slides

Appendix Contents

- Defining engagement
- Additional key driver information
- Benchmarked organizations
- Additional benchmarking and engagement trends
- Likelihood to recommend
- Item-level results
- Culture of safety

Defining *Engagement*

Engagement is not about “team members being happy”

Engagement is about…

- Feelings of Pride and Satisfaction
- Recommending Northwell
- Talent Retention & Attraction

- I am proud to tell people I work for Northwell Health.
- I would recommend Northwell Health to family and friends who need care.
- I would like to be working at Northwell Health three years from now.
- I would stay with Northwell Health if offered a similar position elsewhere.
- I would recommend Northwell Health as a good place to work.
- Overall, I am a satisfied employee.

Additional Key Driver Information

Key Driver Performance by Entity

- The Top Performing facilities are consistently performing in the Top Quartile across Focus and Promote Key Drivers
- **Staten Island University Hospital** & **South Oaks Hospital** have the greatest opportunity to improve focus key drivers to improve engagement

		KPI	Focus Areas			Continue Doing		
		Engagement Indicator	Northwell Health makes every effort to deliver safe, error-free care.	My work location provides high-quality care and service.	Senior management provides a work climate that promotes patient safety.	Northwell Health treats employees with respect.	Northwell Health cares for my overall well-being.	Northwell Health has demonstrated its commitment to a diverse and inclusive environment.
Top Performer	Glen Cove Hospital	4.50	4.51	4.50	4.35	4.43	4.29	4.47
	Stern Center for Rehabilitation	4.48	4.45	4.48	4.38	4.32	4.18	4.42
	Mather Hospital	4.33	4.38	4.44	4.28	4.30	4.07	4.29
	Plainview Hospital	4.50	4.47	4.49	4.37	4.37	4.26	4.43
	Orzac Center for Rehabilitation	4.53	4.51	4.49	4.36	4.38	4.24	4.40
Bottom Performer	Staten Island University Hospital	4.13	4.10	4.23	4.10	3.97	3.82	4.21
	Northwell Health at Home	4.37	4.45	4.36	4.14	4.32	4.08	4.40
	South Oaks Hospital	4.19	4.12	4.08	3.90	4.01	3.82	4.20
	Phelps Memorial Hospital Center	4.27	4.37	4.38	4.14	4.23	4.05	4.27
	Lenox Health - Greenwich Village	4.48	4.51	4.59	4.49	4.46	4.36	4.39

Quartile 1 2 3 4 NA

Require at least 5 respondents to report.

Key Driver Performance *by Service Line*

- Top Performers consistently score high across Focus and Promote Key Drivers
- **Opthalmology, Physical Med & Rehabilitation, and Urology** have the greatest opportunities to improve on Focus and Promote Key Drivers

		KPI	Focus Areas			Continue Doing		
		Engagement Indicator	Northwell Health makes every effort to deliver safe, error-free care.	My work location provides high-quality care and service.	Senior management provides a work climate that promotes patient safety.	Northwell Health treats employees with respect.	Northwell Health cares for my overall well-being.	Northwell Health has demonstrated its commitment to a diverse and inclusive environment.
Top Performer	Biomed	4.43	4.45	4.52	4.44	4.39	4.24	4.37
	Nursing Education	4.65	4.68	4.73	4.50	4.59	4.56	4.59
	Nursing	4.54	4.51	4.54	4.38	4.34	4.22	4.39
	Cancer - Radiation Oncology	4.45	4.55	4.58	4.51	4.47	4.29	4.51
	Security	4.56	4.55	4.58	4.46	4.48	4.36	4.47
Bottom Performer	Ophthalmology	3.84	3.96	3.92	3.74	3.83	3.49	3.85
	Physical Med & Rehabilitation	3.98	4.07	4.24	4.06	3.92	3.76	4.20
	Urology	4.08	4.08	4.19	3.92	4.02	3.76	4.07
	Staten Island North	4.55	4.63	4.53	4.51	4.35	4.35	4.67
	Core Labs	4.22	4.18	4.24	4.19	4.15	4.06	4.22

Quartile 1 2 3 4 NA

Require at least 5 respondents to report.

Key Driver Performance by Entity

Staten Island University Hospital has the longest journey (most support needed).
South Shore University Hospital appears to be best staged to move from good to great.

		KPI	Focus Areas		Continue Doing		
		Engagement Indicator	Being affiliated with Northwell Health adds value to my practice.	Northwell Health treats physicians with respect.	Northwell Health makes every effort to deliver safe, error-free care.	Overall, I am satisfied with the performance of Northwell Health's leadership.	I have confidence in Northwell Health leadership.
Top Performer	South Shore University Hospital	4.29	4.21	4.05	4.48	4.12	4.23
	Phelps Memorial Hospital Center	4.11	4.02	3.93	4.33	4.04	4.01
	North Shore University Hospital	4.30	4.25	4.09	4.45	4.18	4.22
	Long Island Jewish Medical Center	4.24	4.14	4.01	4.39	4.08	4.16
	Huntington Hospital	4.28	4.13	4.00	4.53	4.09	4.21
Bottom Performer	Staten Island University Hospital	4.07	3.99	3.88	4.27	3.94	4.00
	Lenox Hill Hospital	4.13	3.94	4.07	4.41	4.10	4.11
	Northern Westchester Hospital	4.35	4.10	4.16	4.56	4.23	4.25
	Other	4.25	4.17	4.12	4.43	4.14	4.15

Quartile 1 2 3 4 NA

Require at least 5 respondents to report.

Key Driver Performance *by Service Line*

ObsGyn has the longest journey (most support needed).
Emergency Medicine appears to be best staged to move from good to great.

		KPI	Focus Areas		Continue Doing		
		Engagement Indicator	Being affiliated with Northwell Health adds value to my practice.	Northwell Health treats physicians with respect.	Northwell Health makes every effort to deliver safe, error-free care.	Overall, I am satisfied with the performance of Northwell Health's leadership.	I have confidence in Northwell Health leadership.
Top Performer	Emergency Medicine	4.24	4.03	4.02	4.39	4.06	4.12
	Behavioral Health	4.18	4.16	4.12	4.39	4.08	4.09
	Pathology	4.23	4.25	4.13	4.25	4.17	4.17
	Medicine	4.26	4.17	4.10	4.43	4.14	4.18
	All Other	4.53	4.50	4.35	4.69	4.44	4.49
Bottom Performer	ObsGyn	4.24	4.10	3.88	4.45	3.91	3.98
	Imaging	4.16	4.07	4.00	4.34	4.07	4.14
	Pediatrics	4.13	4.12	3.91	4.47	4.06	4.17
	Surgery	4.24	4.18	4.02	4.47	4.09	4.16

Quartile 1 2 3 4 NA

Require at least 5 respondents to report.

Benchmarked Organizations

Organizations with 20,000+ Team Members

Organization	
Adventist Health	Novant Health
Ardent	Northwell Health, Inc
Atrium Health	Northwestern Medicine
CommonSpirit Health	OSF
CHRISTUS Health	RWJBarnabas Health, Inc.
Community Health Systems, Inc.	Sentara Healthcare
Cleveland Clinic Health System	SSM Health Care Corporation - Administrative
Emory Healthcare System	Trinity Health
Memorial Hermann Health Care System-TX	UNC Health Care System
Intermountain	Yale New Haven Health System
Indiana University Health	LA County-Dept. of Health Services
Houston Methodist Health Care System	

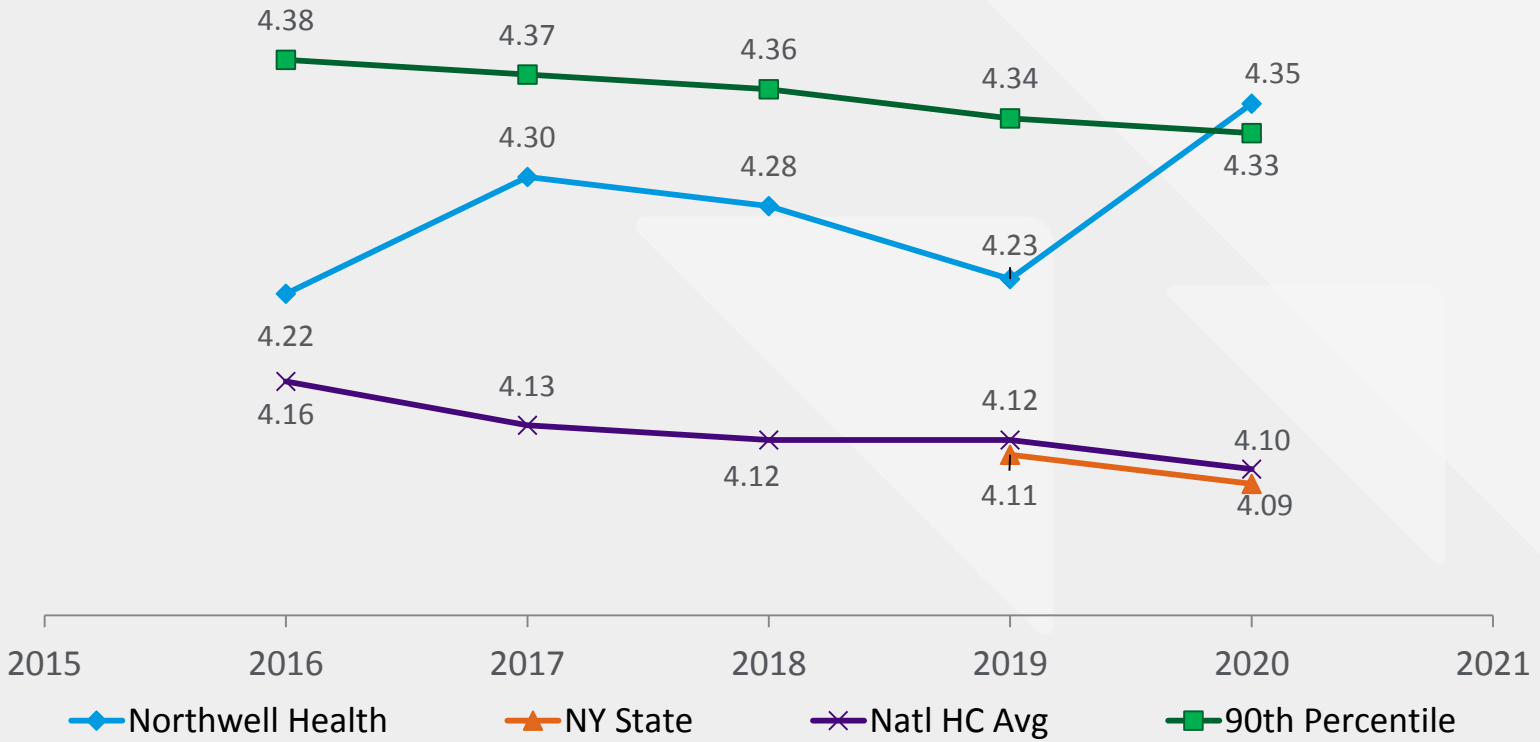
NYS Benchmark Group Organizations

Organization		
American Renal Associates LLC	Highland Hospital	Planned Parenthood Federation of America, Inc.
Bassett Healthcare	Hudson Headwaters Health Network	Roswell Park Cancer Institute
Calvary Hospital	IPRO	Saratoga Hospital
Catholic Health System	Kaleida Health	Suny Downstate-University Hospital of Brooklyn
Catholic Health System	Lewis County General Hospital	The Guthrie Clinic
CityMD	Maimonides Medical Center	Trinity Health
Claxton - Hepburn Medical Center	Metropolitan Jewish Health System	University of Rochester Medical Center
Crouse Hospital	Mount Sinai Health System	UPMC Health System
CVPH Medical Center	Northwell Health, Inc	Village Care
Dental Care Alliance	Nyack	Visiting Nurse Service of Rochester& Monroe Counties
Frederick Ferris Thompson Hospital	NYU Winthrop	Western Connecticut / Health Quest

Additional Benchmarking Trends

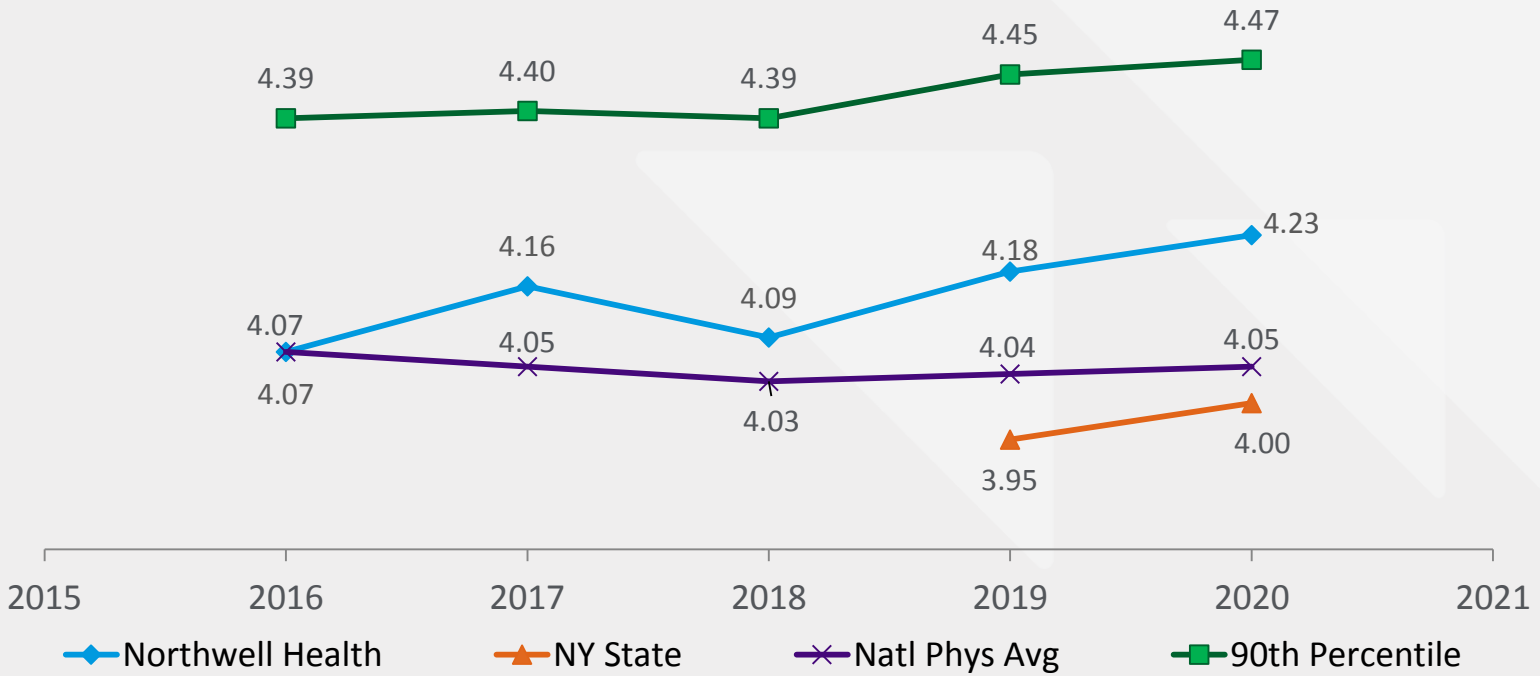
(Non-physician team members and employed physicians)

Benchmarking Team Member Engagement Trends



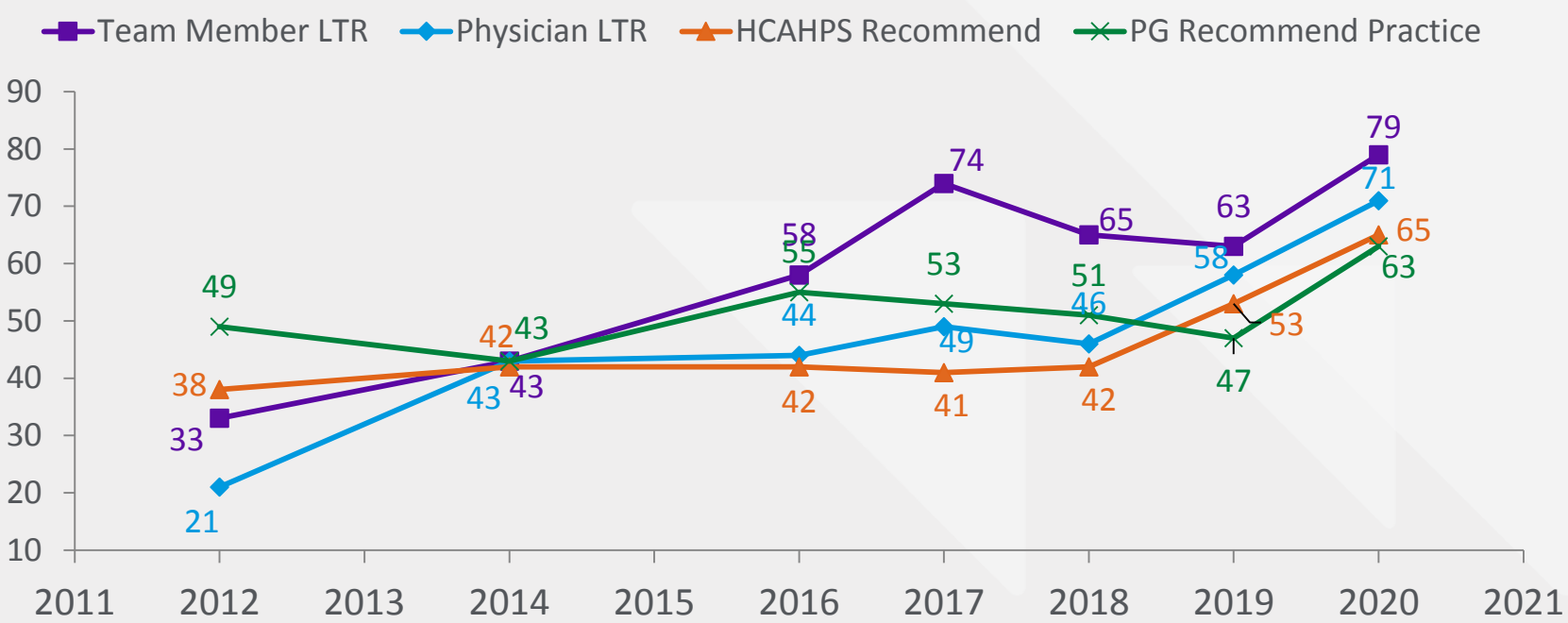
Note – National Healthcare Average based on Press Ganey's 6 engagement items. 90th percentile denotes the 90th percentile Engagement score in the National Healthcare Average

Benchmarking Employed Physician Engagement Trends



Note **–** National Physician Average based on Press Ganey's 6 engagement items. 90th percentile denotes the 90th percentile Engagement score in the National Physician Average

Likelihood to Recommend for Care *Percentile Trends*



Team Member & Physician LTR: "I would recommend Northwell Health to family and friends who need care."

HCAHPS and PG PX data based on discharge dates YTD 2020 as of 11/23/2020

Item Level Results

(Non-physician team members and employed physicians)

Northwell Health *Highest & Lowest* Performing Items

Team Member Highest Performing

Item	% Fav	%ile
I like the work I do	93%	61st
My coworkers make an effort to provide an excellent patient/customer experience	92%	-
NH values employees from diverse backgrounds	90%	93rd
We are actively doing things to improve patient safety	90%	83rd
My work location provides high-quality care and service	90%	79th
NH strives for safe, error-free care	90%	74th
NH has demonstrated commitment to diverse/inclusive environment	90%	-

Physician Highest Performing

Item	% Fav	%ile
Primary work location provides high-quality care/service	93%	79th
NH strives for safe, error-free care	93%	75th
Actively doing things to improve patient safety	92%	83rd

Team Member Lowest Performing

Item	% Fav	%ile
My work unit is adequately staffed	62%	89th
The amount of job stress I feel is reasonable	66%	82nd
I am involved in decisions that affect my work	69%	80th

Physician Lowest Performing

Item	% Fav	%ile
Satisfaction with speed/performance of EMR	31%	-
Advanced EMR training made me a more efficient user	40%	-
Satisfaction with ease/efficiency of EMR	42%	25th

Northwell Health *Most Improved & Most Declined* Items

Team Member Most Improved

Item	2020	Change from 2019
My work unit is adequately staffed	3.61	+.20*
The amount of job stress I feel is reasonable	3.67	+.17*
Communication among work units is effective in this organization	3.94	+.17*

Physician Most Improved

Item	2020	Change from 2019
I have the tools and resources needed to provide the best care/service	4.12	+.47*
Administration is responsive to feedback from physicians	4.07	+.31*
There is a climate of trust within my department	4.12	+.31*

Team Member Most Declined

Item	2020	Change from 2019
Information from this survey will be used to make improvements	3.93	-.12*
I am involved in decisions that affect my work	3.82	-.07*
In my work unit, we discuss ways to prevent errors from happening again	4.31	-.06*

Physician Most Declined

Item	2020	Change from 2019
Satisfaction with features for entry of orders/prescriptions in EMR	3.05	-.12*
Satisfaction with ability to find/review patient info in EMR	3.17	-.07*
NH treats physicians fairly/equitably	3.88	-.07*

*Statistically significant vs. 2019

Key Driver *Performance*

Team Member Areas to Sustain

Order	Item	2020	%ile	Change from 2019
1	NH treats employees with respect	4.26	93rd	+.10*
2	NH cares for my overall well-being	4.08	N/A	N/A
3	NH has demonstrated commitment to diverse/inclusive environment	4.33	N/A	N/A

Physician Areas to Sustain

Order	Item	2020	%ile	Change from 2019
1	Overall satisfaction with performance of NH leadership	4.09	82nd	+.24*
2	Confidence in NH leadership	4.15	86th	+.26*

Team Member Focus Areas

Order	Item	2020	%ile	Change from 2019
1	NH strives for safe, error-free care	4.36	74th	+.01
2	Work location provides high-quality care and service	4.39	79th	+.04*
3	Senior management provides climate that promotes patient safety	4.23	82nd	+.02

Physician Focus Areas

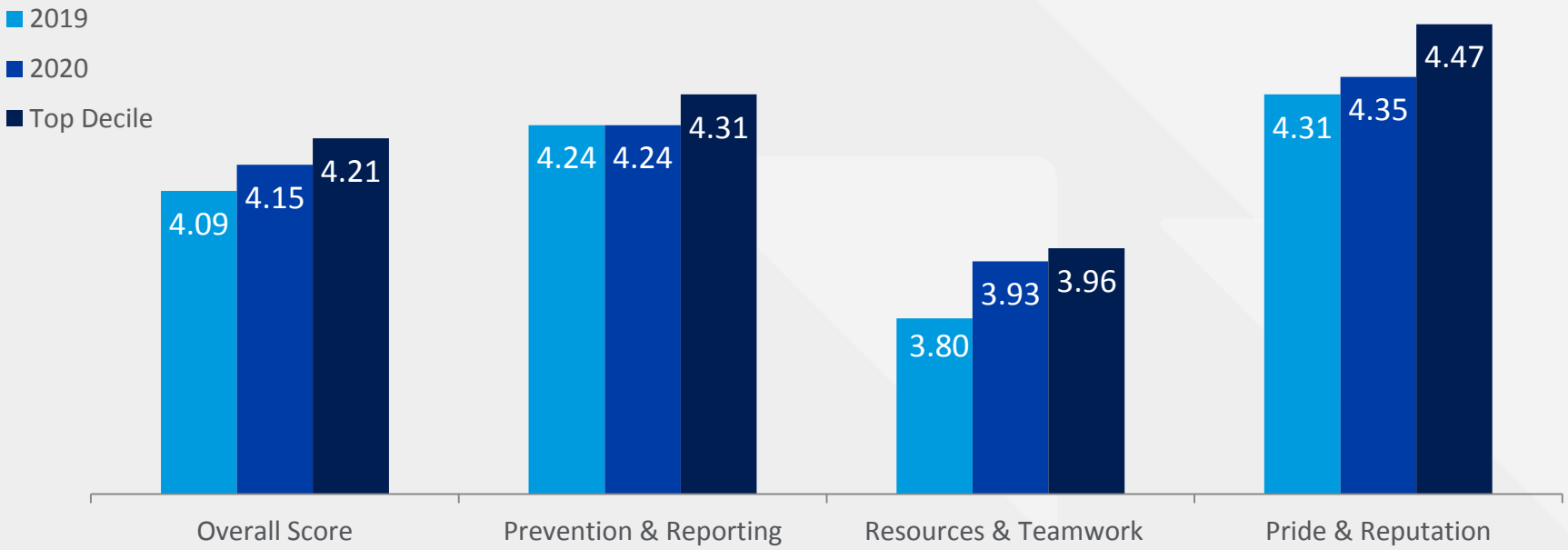
Order	Item	2020	%ile	Change from 2019
1	NH strives for safe, error-free care	4.43	75th	+.05
2	NH treats physicians with respect	4.04	69th	+.16*

*Statistically significant vs. 2019

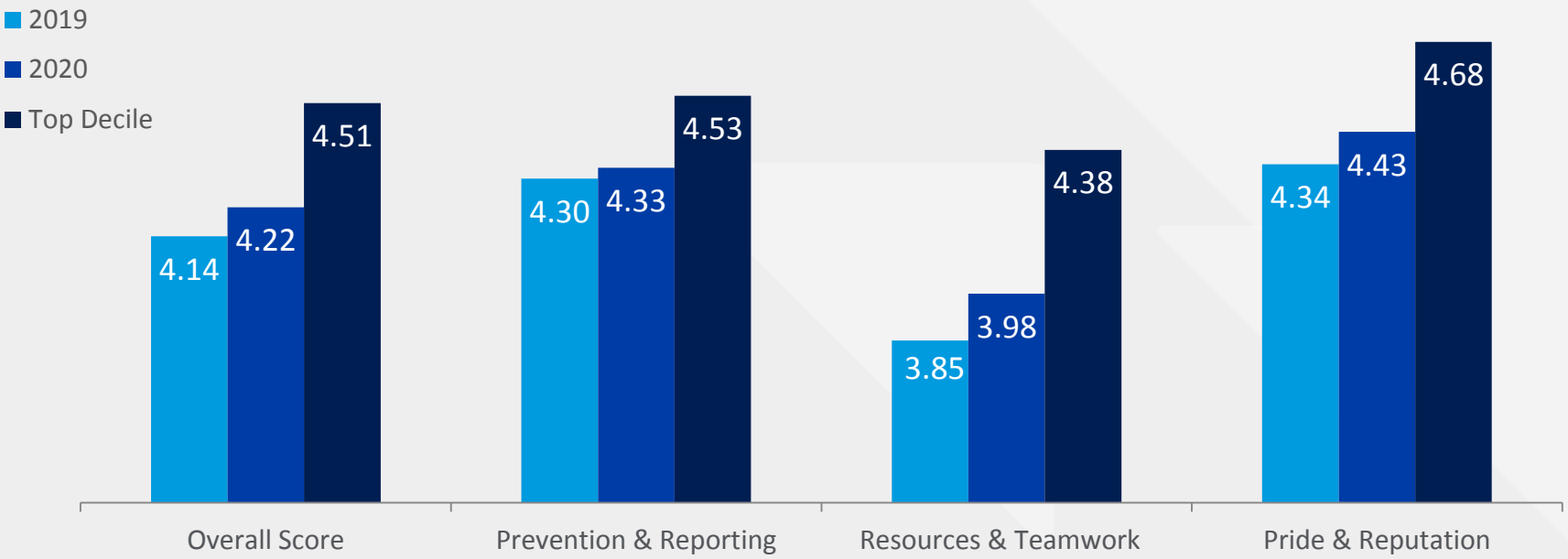
Culture of Safety

(Non-physician team members and employed physicians)

Team Member Culture of Safety Domain Performance



Employed Physician Culture of Safety Domain Performance



2020 Culture of Safety *Items by Domain*

Pride & Reputation

- This entity provides high-quality care and service.
- This entity makes every effort to deliver safe, error-free care to patients.
- I would recommend this entity to family and friends who need care.
- Senior management provides a work climate that promotes patient safety.

Prevention & Reporting

- In my work unit, we discuss ways to prevent errors from happening again.
- We are actively doing things to improve patient safety.
- I feel free to raise workplace safety concerns.
- In my unit, team members & Mgrs work together to ensure the safest possible working conditions.
- I can report patient safety mistakes without fear of punishment.
- Mistakes have led to positive changes here.
- When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.
- Team members who work at this entity will freely speak up if they see something that may negatively affect patient care.

Resources & Teamwork

- My work unit/department works well together.
- There is effective teamwork between physicians, ACPs, and nurses at this entity.
- Different work units/departments work well together in this entity.
- Comm between physicians, ACPs, nurses, & other medical personnel is good in this organization.
- Comm between work units is effective in this organization.
- The amount of job stress I feel is reasonable.
- My work unit is adequately staffed.

Together...

We're made for this